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ROUTING AND RECORD SHEET

SUBJECT: (Optional)

Processing the Business of Security

FROM: C/APMC/PTS

EXTENSION

NO.

1-6-REG-UN
 OS REGISTRY
 9-11-89
 12 DEC 1989

17 October 1989

TO: (Officer designation, room number, and building)

DATE

RECEIVED

FORWARDED

OFFICER'S INITIALS

COMMENTS (Number each comment to show from whom to whom. Draw a line across column after each comment.)

1. C/ESG

2. C/ISG

3. C/OG

4. C/PPG

5.

6.

7.

8.

9.

10.

11.

12.

13.

14.

15.

Please note, meeting to be held in _____ Conference Room, 23 Oct. 89, (Monday) 0900-1100. (see Pg. 2 for details).

cc: DD/PTS
 C/PPS
 C/AD
 C/PLB

17 October 1989

MEMORANDUM FOR: C/ESG
C/ISG
C/OG
C/PPG

FROM: C/APMC

SUBJECT: Processing the Business of Security

1. Attached is a copy of a memorandum you received in early October in which [] tasked me to undertake a review of the way we process our business with a view toward speeding it up and tracking it to better effect. [] provided a preliminary scope for our review in the attached. Please note that one step has already been implemented, that we assign reasonable due dates to all actions and that we do the best we can with available tools to track them and follow up on them.

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2. Our first task is to understand and define the problem. As a test bed, I undertook to revamp the way we process routine policy documents. The proposed system for doing this is attached for your review and approval. It has already been approved for experimental implementation by EXO/OS and C/PPS.

3. Some of the more obvious things we noted while developing the test bed were that paper flow is most often delayed by too many stops along the way and by spending too much time at each stop.

4. We guessed that the too many stops probably resulted from our rather rigid adherence to routine and hierarchy, along with a desire for perfect work and a natural inclination to want to have input. When is the chain of command useful? When is it a ball-and-chain? When should we accept less quality for the sake of speed and reduced workload? Does the system provide for some means of checking and encouraging quality?

5. We guessed that the time spent at each stop is due mainly to people simply not getting to their "inboxes" on a daily basis or deferring action to work on other things of higher priority. Other than just reducing the number of inboxes, how can we attack this problem? Answers other than delegating, adding more people, or reducing the workload would be very welcome.

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6. Bottlenecks are a problem. One kind results when one component is slower than the others on a chronic basis; the product must wait for the slowest response. Another kind of bottleneck occurs when someone goes on leave or TDY and his work waits for his return. This kind of thing can be eliminated simply by better pre-leave or TDY planning.

7. Regarding the component bottleneck, both APMC and PPS see "regular offenders" who are chronically late on routine matters. We do not see such chronic problems with more important issues. I have noticed that the extra time taken does not seem to add to the quality of the response. It makes some sense to spend less time and care on the less important matters, but it makes no sense to do it late. Can less important things be identified early and done quickly or delegated?

8. Processing our business is, of course, more than just paper flow and action tracking. How we communicate, meet, delegate, seek consensus, obtain approval, direct action, make decisions, store and retrieve information, etc., are all important aspects to be considered. We cannot take on all these basic issues at once. However, your thoughts on what are our pressing problems, other than paper flow and action tracking, are also invited.

9. Action tracking was a problem for us in PPS and it is no different here. I have seen a variety of tracking systems set up on the Wang only to be abandoned. Perhaps the Wang is too cumbersome; perhaps we tried to do too many things with what should have been primarily a tickle system. We will try to set up an interactive tickle system when we receive the Wang VS system. The potential advantage of everyone having access to the tracking and tickle system is tantalizing. If you have any thoughts on a tracking or tickle system, please let me know. In the meantime, I can assure you that APMC will do a better job of tracking, with or without the Wang.

10. Please be prepared to provide input on these issues at a meeting we will have on 23 October at 0900 in the [] conference room. Group Chiefs or a senior representative should attend, along with your principal policy officers. If you cannot attend this preliminary meeting, your representative should be prepared to discuss the issues and to give me your approval/disapproval of the attached experimental paper flow system.

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PAPER FLOW

On the following page is a diagram of how a policy document might flow versus how it often flows at present. Key elements of the proposed system are:

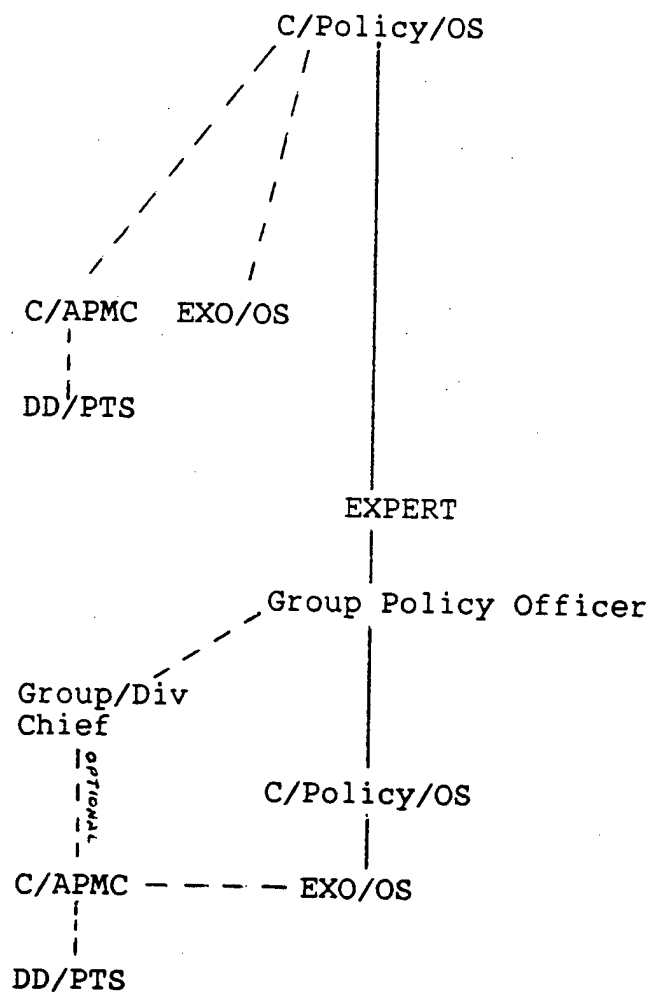
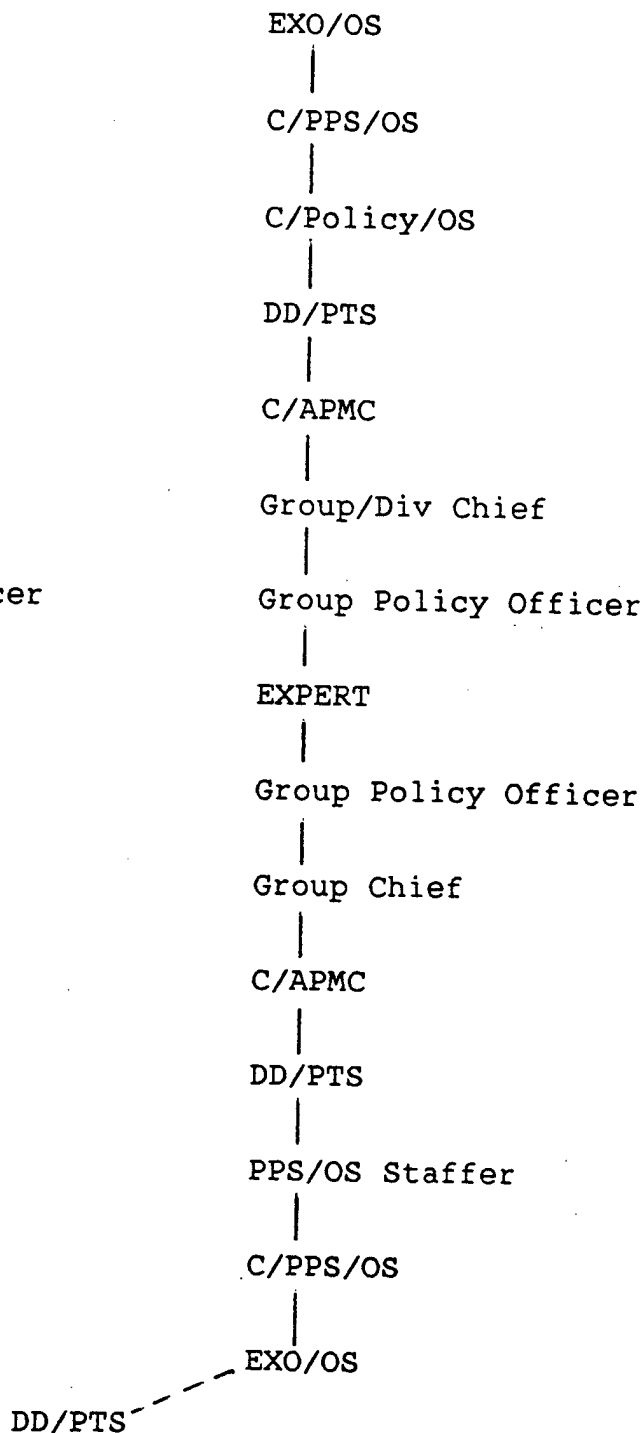
- ° Its goals are to speed up most routine actions and to reduce the workload by eliminating redundant review.
- ° It makes use of drop copies to replace levels of review. Care will have to be taken to ensure that drop copies are not used in lieu of appropriate levels of approval. We will probably have to revisit this aspect during our experiment.
- ° It assumes judgment is applied at each step as to the appropriate next step. The diagram represents what in most cases would be the minimum advisable number of stops and drop copies. It must be flexible; there will be times when the "old way" is followed - or some combination.
- ° It assumes that each officer in the chain will keep quality control in mind, and that newly assigned officers will learn in time when to redo or send something back for more information. To some extent, almost any expeditious system will result in some loss of quality. The challenge is learning when to accept something as good, if not as good as it could be. Too much intolerance of non-critical error by management or too much critically poor work by the experts and the Group policy people will kill this system.
- ° It assumes that the Group level policy officers ensure appropriate coordination.
- ° It assumes that the people receiving drop copies can read them in most cases before the document or action is finalized. The drop copies are also one means of quality control and education. Persons receiving them should try to take the time to give feedback when things are acceptable though deficient in some non-critical way.

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WORK FLOW

Dotted line - drop copy
Solid line - work flow

Sample Item: External Tasking Response of PTS
Concern for EXO Signature

Best Case Options A or BCommon Case Old Way

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29 September 1989

MEMORANDUM FOR: C/APMC ✓
C/ISG
C/PPG
C/OG
C/ESG


SUBJECT: Processing the Business of Security

1. The Director of Security has once again voiced his concern regarding the time it takes to "process" actions within OS. I believe we have made significant progress on this front in the last year or so, but problems persist. I would like to initiate several actions to deal with this issue.

2. Problem Definition/Action Planning: The C/APMC should undertake a review of our handling of actions in conjunction with the groups and the EO/OS. A report of that review should be presented to me by 25 October 1989. The review should address, as a minimum, the following:

- a. Action flow.
- b. Action tracking/management.
- c. Bottleneck identification.
- d. Other problem identification.
- e. Recommended actions.

3. Short-term action: One action stood out clearly in my discussion of this issue with the D/OS. Due dates should be assigned to all action items. C/APMC should take steps immediately to insure that reasonable due dates are assigned to all incoming or self-generated actions. We should do the best we can, with available tools, to track and follow-up on actions. The more comprehensive review should establish broad categories of response times for specific types of actions.


Deputy Director for Physical
and Technical Security

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